

# Job Design, Job Carving and Job Coaching

**Supporting performance, independence and long-term retention**

## Who this information sheet is for?

This information sheet is designed for employers, managers, HR teams and supervisors who want to support employees with SEND to perform well, remain in work and develop over time.

It focuses on how work is designed and supported, rather than trying to change the individual, and introduces practical approaches that can be applied across a wide range of roles and sectors.

This sheet can be read on its own or alongside the other SEND information sheets (see overleaf for details).

## What is job design?

Job design looks at:

- What tasks make up a role
- How those tasks are structured
- How work is communicated and reviewed
- The environment in which the role is carried out

Inclusive job design recognises that people work best when roles are:

- Clear
- Predictable
- Matched to strengths
- Supported appropriately

## Understanding job carving?

Job carving involves shaping a role by:

- Identifying core and non-core tasks
- Redistributing tasks within a team
- Creating roles that play to individual strengths

Job carving does not mean:

- Creating artificial roles
- Lowering expectations
- Reducing productivity

It means designing roles more intelligently so that work is done well and sustainably.

**“When work is designed well, people don’t need to struggle to succeed.”**

## Why job design matters

Many difficulties at work arise not because someone lacks ability, but because the role itself is not well matched to the individual.

Poor job fit can lead to:

- Stress and anxiety
- Inconsistent performance
- Over-reliance on coping strategies
- Burnout or early exit from employment

Good job design supports:

- Clarity
- Confidence
- Consistent performance
- Long-term retention

## When job carving is helpful

Job carving can be particularly effective when:

- A role includes tasks that are not essential
- An employee excels in some areas but struggles in others
- Teams already informally share or swap tasks
- Retention is at risk despite strong skills

This approach often benefits the wider team by improving efficiency and clarity.

## Matching roles to strengths

People with SEND often bring strong, valuable skills, such as:

- Attention to detail
- Focus and persistence
- Honesty and reliability
- Specialist knowledge
- Consistency in routine tasks

Job design that aligns tasks to strengths:

- Improves confidence
- Reduces anxiety
- Increases productivity
- Supports independence

The aim is not to remove challenge, but to remove unnecessary barriers.

## What is job coaching?

Job coaching provides structured, practical support to help someone:

- Learn a role
- Build confidence
- Develop routines
- Problem-solve workplace challenges

Job coaching may involve:

- Breaking tasks into manageable steps
- Supporting communication and understanding
- Helping navigate workplace expectations
- Liaising with managers where appropriate

It is a support model, not supervision or dependency.

## Fading support and promoting independence

Effective job coaching is:

- Time-limited or flexible
- Focused on skill-building
- Designed to reduce over time

The goal is always:

- Increasing independence
- Building confidence
- Supporting progression

Support should change as the individual becomes more confident and settled in their role.

**“People stay in roles where they are supported to succeed.”**

## Job design, adjustments and progression

Job design, job carving and job coaching work best when:

- Linked to role-based adjustment plans
- Reviewed regularly
- Aligned with performance expectations
- Seen as part of normal management practice

These approaches support not only entry into work, but:

- Retention
- Development
- Career progression

## Next information sheet in this series to explore:

- Leadership and organisational culture

## Key Messages to take away

-  **Good job design supports performance and wellbeing**
-  **Job carving is about fit, not lowering standards**
-  **Strengths-based roles improve outcomes**
-  **Job coaching supports learning and confidence**
-  **Support should reduce over time, not increase**

**Thoughtful job design benefits individuals, teams and organisations.**